A STUDY OF ORGANIZATIONAL CULTURE IN INDIAN ORGANIZED RETAIL SECTORS

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ABSTRACT

Individuals in an retail organization have unlimited potential for growth and development and that their potential can be developed and multiplied through appropriate and systematic efforts. Given the opportunities and by providing the right type of culture in an retail organization, individuals can be helped to give full contribution to their potentials. Organizational culture includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture. It can be characterized as consisting of *openness* (0), *collaboration(C), trust (T), authenticity (A), proaction(P), autonomy(A) confrontation(C) & Experimentation (E).* And it is abbreviated as *OCTAPACE.* This paper goes on to present the major findings based on the OCTAPACE Culture for retail employees. Data is based on the responses from350 employees-218 males & 132 Females drawn randomly from different Retail organizations. and result shows that the most dominant components of culture in organized retail sector is Confrontation, openness, experimentation and proactively. It is observed from the study that if we create a good culture for the employees , retail would be the best found destination for new graduates and even for the existing employees.

KEYWORDS: Organizational Culture, Organization Growth, Thinking, Feeling and Reacting

INTRODUCTION

Organisation Culture

Organizational culture has been characterized as the "glue that holds organizations together". Culture can support linkages between technology adoption and organizational growth; it can be a critical success factor in organization growth strategy and play a crucial role in determining the success or failure of organization. Culture influences the way people think, act and relate to one another. Sinha (1990) wrote that culture reflects the way of life of people: it includes traditions, heritage and a design for living. Further, it is the sum total of the beliefs, norms and values that relate to the manner in which a society behaves (Sinha, 1990). Just as societies have cultures, so do organizations. According to Weick (1979), organizational culture is the manner in which the basic assumptions of how a firm operates and the values that it holds to while pursuing its goals are communicated. The members of an organization share patterns of perception and understandings of their work life. The organization's culture provides its members with a knowledge base that serves as a guide for the interpretation of information, actions and expectations while they work for a firm (Weick, 1979). Hofstede (2005) suggested that organizational culture is "the collective programming of the mind that distinguishes the members of one group or organization from another."

Organisation culture is defined as a complex set of values, beliefs, assumptions and symbols that define the way in which an organization conducts its business (Barney, 1986). Culture can also be broadly understood as a set of basic assumptions about how the world is and ought to be that a group of people share and that determines their perceptions,

thoughts, feelings, and to some degree, their overt behavior (Schein, 1996). According to Peterson and Smith (2000), organizational culture reflects individuals' interpretations of events and situations in organizations. Organizational culture also refers to a system of shared meaning of values held by members of an organization that distinguishes the organization from other organizations (Robbins, 2001).

Organizational culture has been characterized as "the glue that holds the organization together" (Goffee and Jones,1996) and "isn't just one aspect of the game-it is the game". Culture can support linkages between technology adoption and organization growth; it can be a critical success factor in implementing manufacturing strategy and can play a crucial role in determining the success or failure of mergers and acquisitions .On a more micro level, researchers have found significant relationships between the "fit" of employees and the prevailing organizational culture and a number of important outcomes such as job commitment and turnover

Culture has been viewed by various researchers in different ways. So, there is no uniform definition of culture but one author define it as follows:-

"Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups including their embodiments in artifacts; the essential core of culture consists of traditional ideas and especially their attached values." In other words, it states that the culture is a way in which people of the society react or feel. The culture also depends on how people think who lives in that society and in which manner do they responds to the world. The society acquires its culture from the selected historical ideas.

As there is a saying that "As the soil, however rich it may be, cannot be produced without cultivation, so the mind without culture can never produce good fruits." (Roman Philosopher, mid-1st century AD)

Some define organizational culture as the observable behavioral rules in human interaction ; some as the dominant values in an organization ; others as a consistent perception within an organization (Robbins 1998). One of the most common definitions of organizational culture includes shared values, beliefs. As a summary, Yanagi (1994) stated that organizational culture can be defined as 'philosophies and values shared by the members of organizations and their behavioral patterns for translating them into practical actions'. Another often referred-to definition of organizational culture was devised by Schein (1989, 1992).According to Schein (1989), culture is a coherent system of assumptions and basic values, which distinguish one group or organization from another and orient its choices. Hence, organizational culture implies 'a pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems' (Schein 1989).Without an appropriate culture, organization cannot last long. Culture provides the sustaining force and spirit for the organization to live. It provides oxygen needed for them to survive.

Words used in the context of organizational culture include ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture. Ethics refers to normative aspects – what is socially desirable. Values, beliefs, attitudes, and norms are interrelated. Interactions between beliefs and values result in attitude formation (beliefs* values = attitudes) and then produce norms. Culture-related concepts also can be seen as multilevel concepts. At the core (first level) are the values, which give a distinct identity to a group. This is the ethos of the group. The *Random House Dictionary* defines

ethos as 'the fundamental character or spirit of a culture…. dominant assumptions of people or period". Organisational ethos are core values. The seven values of organizational ethos were suggested (Rao & Pareek[1994]):

- **Openness**

  Spontaneous expression of feelings and thoughts and receiving feedback and information without defensiveness;

- **Confrontation**

  Facing – not shying away from – problems; deeper analysis of interpersonal problems; taking on challenges;

- **Trust**

  Maintaining confidentiality of information shared by others and not misusing it; a sense of assurance that others will help when needed and will honor mutual obligations an commitments;

- **Authenticity**

  Congruence between what one feels, says, and does; owning one's actions and mistakes; unreserved sharing of feelings;

- **Proaction**

  Initiative; preplanning and preventive action; calculating pay-offs before taking action;

- **Autonomy**

  Using and giving freedom to plan and act in one's own sphere; respecting and encouraging individual and role autonomy;

- **Collaboration**

  Giving help to, and asking for help from, others; team spirit; working together (individuals and groups) to solve problems; and*

- **Experimentation**

  Using and encouraging innovative approaches to solve problems; using feedback for improving; taking a fresh look at things; encouraging creativity.

ORGANISED RETAIL SECTOR

Philip Kotler, Marketing Guru, in his Marketing Management book defined Retailing as**, "**Retailing includes all the activities in selling goods or services directly to the final consumers for personal, non-business use".

In the Indian retailing industry, things started to change slowly in the 1980s.. The Indian retail industry had total revenue of $28,102.6 million in FY10, representing a compound annual growth rate (CAGR) of 9.9% for the period spanning 2005-2009. India"s Apparel industry (domestic + exports) is expected to grow from the current $ 70 billion to $ 220 billion by 2020. The Indian domestic Apparel market size in FY10 was $ 47 billion and is expected to grow at 11% CAGR to reach $ 140 billion by 2020. India"s exports have also recovered in FY10 following increased global demand and is currently worth $ 23.5 billion India has been ranked as the top retail destination globally for retail investment

attractiveness among 30 emerging markets in the world. The Indian retail sector is the second largest untapped market after China. Retail business contributes around 11 percent of India‚s GDP. Retailing as a sector is witnessing a great revolution in India. Retailing in India is gradually becoming the next boom industry. The growth of India's retail sector is not only limited to urban areas but is also growing in rural areas. In the next few years, India's retail industry can be expected to expand more than 80%.

REVIEW OF LITERATURE

Aryasri (2013) collected data from 97 employees from Hyderabad Campuses of Information Technology Companies who have been listed as top performers by the Fortune 500 India. To identify the various parameters of organization culture that enable the creation and maintenance of a High performing organization also to investigates the influence of organization culture and the HR practices on HPO. The results from statistical analysis of the data indicates that in the HPO irrespective of their designations, employees do enjoy the freedom of time and resources to make their contributions towards the attainment of organizational goals, undergo reasonable amount of stress in task execution owing to time and resources constraints, learn new technologies and adapt them and exercise autonomy which enables self-expression and learning. However, the employees at different designations differed in their opinions on unity of command.

Salleh (2012) analysed 62 employees of retail organizations in Malaysia to study level of the job satisfaction, organizational commitment, and turnover intention of employees . The findings suggested that the respondents were moderately satisfied with job satisfaction facets such as promotion, work itself, co-workers, and supervisors but were unsatisfied with salary. They also had moderate commitment level with considerably high intention to leave the organization

Sabri et al (2011) conducted a research on 347 teachers to determine the effect of organizational culture on job satisfaction level of teachers of public and private sector higher education institutes and universities of Lahore which is second largest city of Pakistan and a hub of higher education. Supportive organizational culture may raise the level of job satisfaction of teachers and satisfied teachers may produce healthy, satisfied and creative minds. Empirical findings show that organizational culture is categorized into two components i.e. organizational culture related to managers and leaders (OCM) and organizational culture related to employees (OCE). In this study effect of both kinds of culture on job satisfaction is positive and significant .

Shah (2011) studied 215 faculty members to examine whether organizational culture affects the employee's job satisfaction of university faculty in Public Sector of Pakistan. Result indicated that organizational culture was negatively related to employees' job satisfaction. Thus, the study recommended that the efficiency of the faculty members of public sector universities in Pakistan need to be improved.

Shamaila Gull (2012) conducted research on 220 employees to the relationship between organizational culture and job satisfaction, and the relative variance between the types of culture and job satisfaction level particularly in organizations of Lahore, Pakistan. Clan and Adhocracy have a positive relationship with job satisfaction i.e. those who work under these cultures are more satisfied with their jobs, Hierarchy and Market were found to be in a negative relationship with job satisfaction i.e. those who work under these cultures are not satisfied with their jobs.

METHODOLOGY

Sample

The present research was conducted on a sample consisted of 350 employees-218 males & 132 Females drawn randomly from different Retail organizations. The age of the employees vary from 29-52 years.

Measures

Organizational Culture

Udai Pareek and Rao (1983) developed OCTAPACE profile of 40 items instrument that gives the profile of organizational ethos in 8 values will be used in the study.

Procedure

The measure was administered on the selected respondents and they were asked to read the instructions given in the questionnaires. No time limit was given to fill the questionnaires but it was expected that respondents would fill the same within 10-15 minute.

RESULTS AND DISCUSSIONS

Table 1: Showing Mean and Standard Deviation of Various Components of Organisational Culture in Organised Retail

Sr. No	OCTAPACE Components	Mean	Standard Deviation
1	OPENESS	13.06	1.99
2	CONFRONTATAION	13.07	1.99
3	TRUST	12.32	2.026
4	AUTHENTICITY	12.33	2.116
5	PROACTION	12.81	2.89
6	AUTONOMOUS	12.51	2.07
7	COLLABORATION	13	2.41
8	EXPERIMENTATION	12.93	2.22
9	TOTAL OCTAPACE	102	9.69

It is clear from the table1 that the most dominant components of culture in organized retail sector is Confrontation, openness, experimentation and proactively . Undoubtedly, trust, authenticity, autonomous, collaboration also plays a real significant role in shaping culture. But before discussing the result in detail, it is necessary to understand the nature of job in retail sector. The timings in retail sector are generally between 09:00AM-10:00 PM, almost 13 hours in one go, and at the same time most of the employees keep standing throughout their duty hours and it is expected from them that they should be very attentive and polite. Another major area of discussion is that the executive at top level in retail are handsomely paid but middle and lower executives are lesser paid as compared to their work efforts.

The most dominant culture component is confrontation which means employees in retail sector take head on challenges and do not shy away from organizational or interpersonal problems rather work jointly with others to find its solution. Another major component that creates a wonderful work culture in retail is Openness which means that employees are free to express their ideas and the organization is willing to take risks and experiment new ideas and new ways of doing things. Third important component is experimentation which emphasizes the importance given to innovation and trying new ways of dealing with the problems in the organization and finally it is being proactive which makes the

culture in retail different from others. It means that employees in retail sector are action oriented and willing to take an initiative.

CONCLUSIONS

It is observed from the study that if we create a good culture for the employees, retail would be the best found destination for new graduates and even for the existing employees.

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